

## U.S. General Services Administration (GSA)

### PRESIDENTIAL TRANSITION “HOT ISSUES” INFORMATION PAPER

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**SUBJECT:** *Continued Workforce Enhancements*

#### 1. BACKGROUND:

The Office of Human Resources Management (OHRM) is charged with recruiting, developing, and retaining a mission-ready workforce for the agency's employees. As such, OHRM actively executes a Human Capital strategy that ensures continual improvement in achieving an agile, diverse, high-performing, and engaged workforce.

- General Background:

Over the past few years, OHRM has been actively supporting strategic activities that have significantly enhanced GSA's workforce, including:

- Implementation of staffing plans that allowed for early development of targeted recruitment strategies (in FY16, filled 92.2% of GSA's annual staffing plan, exceeding the target of 90% filled)
- Use of standardized position descriptions and job analysis to reduce time to hire (Improved from an average of 87 days in FY15 to 81.8 days Q3 YTD)
- Developing and providing hiring training to Supervisors and HR Specialists
- Developing recruitment resources and tools such as the *Ready, Aim, Hire* video series and Recruitment Reference Guides to assist HR Specialists and Hiring managers with the recruitment process
- Continuing to promote entry-level hiring through the Entry Level Hire program that supported more than 300 hires in FY16, offering rotational and training opportunities that allow participants to gain the technical and professional expertise needed to lead GSA in the future.
- Rolling out an HR data warehouse to efficiently share human capital data and insights across OHRM and with GSA Service and Staff Offices to support robust workforce planning including developing dashboards for OHRM Service Level Agreements and the HR Business Partner report on Data to Decisions (D2D) to increase transparency of human capital data and to better understand and analyze trends, performance, and opportunities for improvement (GSA leadership and OHRM employees have also been invited to share our best practices in HR data analytics to agencies across the federal government)
- Leading a National Engagement Team focused on developing employee engagement action plans to improve EVS results. In FY16, GSA surpassed the EVS engagement index target for the first time in five years with a score of 72.1%, a 3.5% increase from FY15.

- Issues:

The following issues are being provided to identify ongoing efforts to ensure an enhance workfroce across GSA -

- Continued Focus on Time to Hire - GSA time to hire in FY14 and FY15 averaged 88 days and 87 days respectively with the OPM time to hire target of 80 days *(Note: improved to 81.8 days FY16 Q3 YTD)*
- Increased Focus on Entry-Level Hiring - Only 15% of the GSA Workforce is “entry-level” (GS-11 and below) and the GSA workforce profile shows that only 6% of the GSA workforce is under the age of 30. Additionally, 16.5% of the GSA Workforce is eligible to retire as of September 2016. *(Note: The entry level program was able to onboard over 300 hires in FY16)*
- Development of Robust Hiring Manager/New Hire Satisfaction Measures - Mechanisms for measuring hiring manager satisfaction and new hire satisfaction with GSA’s hiring process were not developed. *(Note: Hiring Manager satisfaction survey was developed and implemented, with results showing improvement of 19% from Q1 FY16, 51.1%, to Q3, 69.7%). New hire satisfaction survey was developed and implemented with results showing improvement of 7% from Q1 FY16 (77.2%) to Q3 (83.9%) )*
- Continued Focus on Employee Viewpoint Survey (EVS) - GSA EVS scores were below target until FY16. *(Note: Achieved a 72.1% EVS Engagement Index score for GSA employees, up 3.5% from FY15 scores and exceeding the 69% target based on focused efforts and action planning.)*

## 2. SCOPE AND EFFECT:

### a. Impact on GSA’s Customers:

Customers are positively impacted with a more engaged, mission-ready workforce to support GSA’s mission and goals.

### b. Impact on the Private Sector and State & Local Governments:

A more engaged workforce is a more productive workforce allowing GSA to be a more effective and proactive federal partner.

## 3. ACTION(S) PLANNED OR REQUIRED:

The following FY17 initiatives will further enrich GSA’s workforce enhancements:

- Identify additional Position Descriptions, Job Announcements, and Vacancy Announcements and Performance Plans for standardization in series that represent a high percentage of GSA staffing plans
- Develop and implement recruitment plans for top series identified in customer staffing plans to source high quality candidates to fill critical positions
- Enhance FY17 staffing plans and reporting by: making staffing plans fluid to change with customer needs, improving the tracking and reporting of staffing plan data (e.g. include internal hiring), and aligning all staffing plans with customer FTE and budgets
- Develop and launch succession management framework for GSA and in coordination with customers and create GSA-wide succession plans
- Expand GSA entry-level recruitment by supporting customers in increasing entry-level hires in staffing plans, implementing entry-level retention strategies, and providing entry-level development and rotational opportunities
- Implement rotational assignments for Emerging Leader Program participants enterprise-wide

**4. KEY STAKEHOLDER INTEREST:**

GSA customers.

**5. FISCAL YEAR 2017/2018 BUDGET IMPACT:**

Sustain budget authority to allow for workforce enhancement programs to continue.